



## **Oakland Operations Office**

**U. S. Department of Energy**

**National Nuclear Security Administration**



## **History and Background of the Oakland Operations Office**

The Oakland Operations Office originated in San Francisco. The San Francisco (SAN) office was established in 1953 as a small Atomic Energy Commission area office to coordinate the “Big Science” program at Ernest O. Lawrence’s Radiation Laboratory, now Lawrence Berkeley National Laboratory. In 1954, SAN moved to Oakland. As industry and new laboratories with varied interests became established in the area, SAN grew, becoming the Department’s most diverse field office in the DOE complex – not only in staff and personnel, but in facilities and programs as well. SAN was renamed the Oakland Operations Office (OAK) in 1994 to better reflect its physical location and to recognize the surrounding community.

Effective October 1, 2000, OAK became part of the National Nuclear Security Administration (NNSA), which was created by Congress as part of DOE, to focus on national security. The OAK Manager and staff, other than those who work exclusively on non-NNSA programs, are employees of the NNSA. OAK provides contract administration, site management and operational oversight, primarily through the Livermore Site Office, at the Lawrence Livermore National Laboratory. OAK also provides administrative, legal and contract support, through the Berkeley and Stanford Site Offices which report to the Office of Science, at the Lawrence Berkeley National Laboratory and Stanford Linear Accelerator Center. The University of California manages the Lawrence Livermore and Lawrence Berkeley National Laboratories, while Stanford University manages the Stanford Linear Accelerator Center.

OAK manages a multi-program organization featuring government-owned, contractor-operated not-for-profit laboratories – Lawrence Livermore National Laboratory, Lawrence Berkeley National Laboratory, and the Stanford Linear Accelerator Center. Key activities include oversight of Defense Programs, Nonproliferation and National Security, Office of Science, Environmental Management, Nuclear and other energy related programs at these sites. OAK also administers research and development contracts/grants and is one of two Grant Service Centers Department-wide. OAK is the acknowledged leader in performance-based contracting with not-for-profit laboratory contractors.

## Message from the Manager



*This strategic implementation plan sets forth how we will accomplish our mission during 2002. It describes the vision that guides us into the future. It states our values – values that I expect our leaders of today and of tomorrow to exemplify and extol. It cascades from the National Nuclear Security Administration (NNSA) and Department of Energy (DOE) current strategic goals in setting forth our goals and corresponding strategies and indicators. The strategies and indicators are incorporated into the performance standards of our managers and our managers will incorporate supporting metrics into each individual's performance plan.*

*Our goals are grouped according to business lines. OAK is an NNSA field operations office, with Defense Programs and Nonproliferation and National Security responsibilities. These comprise our NNSA business line.*

*We also have responsibilities assigned to us by DOE in the areas of Environmental Management, Science, and other energy related programs and activities. These responsibilities comprise our DOE business line.*

*Our core business and financial management responsibilities operate in support of our program business lines to meet their objectives. These responsibilities comprise our Corporate Operations business line.*

*I ask that each OAK employee become thoroughly familiar with this plan and the part each of you play in it. Our success depends upon our collective commitment and teamwork with HQ and our major contractors to support the accomplishments of NNSA and DOE goals.*

**Camille Yuan-Soo Hoo**  
**Manager, Oakland Operations Office**

## Our Mission

To enable national security, science, and environmental cleanup by advancing the strategic goals of the National Nuclear Security Administration (NNSA) and the Department of Energy (DOE).

## Our Vision

To continually strengthen America's national security, foster preeminent science, and clean up sites through the talent and resources of the Oakland Operations Office (OAK), the national laboratories, industrial contractors, and grantees for which OAK is responsible.

## Our Values

***Excellence:*** We strive for excellence in fulfilling our mission. We deliver high quality and timely products with pride and professionalism. We measure and improve upon our results through customer feedback.

***People:*** We believe people are our greatest asset. We value diversity and treat each other with dignity, equity, and respect. We provide our employees with guidance, tools, and resources to enable them to reach their full potential and to become leaders of tomorrow.

***Teamwork:*** We promote open, honest, respectful communication to build trust and strong collaborative relationships. We work as a cooperative team to accomplish our mission.

***Integrity:*** We adhere to our Values, follow through on our commitments, and take responsibility for our actions.

## Our Work Scope

Our work and responsibilities at OAK are divided along three business lines: NNSA programs, DOE programs, and Corporate Operations. Our NNSA business comprises Defense Programs and Nonproliferation and National Security responsibilities. Our DOE Programs business line includes the support to Science, Environmental, and other energy-related programs and activities. Our third business line consists of fulfilling corporate business management requirements and responsibilities in support of program objectives.

## **NNSA Programs ~ Goal 1**

**Ensure the vitality and readiness of the NNSA nuclear security enterprise at Lawrence Livermore National Laboratory (LLNL) through the accomplishment of delegated assignments from NNSA HQ.**

### *OAK Strategy ~*

- Support NNSA HQ in providing state-of-the-art LLNL facilities and infrastructure to meet operational and mission requirements.

### *Strategic Indicators ~*

- Assure LLNL Capital Projects are planned, designed, and constructed within NNSA policy and requirements. Complete projects within schedule, cost, and scope and in compliance with Integrated Safety and Security Management (ISSM) program requirements. On the Defense Program (DP) Semi-annual Stop Light Chart provided to Congress, assure that the status of listed projects for DP/LLNL is always shown as “Green.”
- Through oversight, review, and approval, assure that infrastructure needs, including utilities, are upgraded, maintained and available to support mission requirements. Provide planning and inputs to our HQ customer on time to establish infrastructure budgets that reflect integration and prioritization of program, safety and security needs. Assure the re-capitalization program is implemented/controlled per customer needs, NNSA requirements, and good business practices.

### *OAK Strategy ~*

- Provide management and leadership in identifying, addressing, and resolving safeguards and security (S&S) and environment, safety, and health (ES&H) issues and deficiencies at LLNL.

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### *Strategic Indicators ~*

- Assure S&S and ES&H programs at LLNL are sustained within a band of excellence to provide secure and safe operations for employees and the public.
- Implement the NNSA Integrated Safety and Security Management Plan (ISSMP) and Integrated Safety Management Plan (ISM) such that undue impacts to science and technology activities are avoided.
- Assure ISSMP and ISM are maintained at LLNL and implementation is validated by OAK on an annual basis.
- Identify and eliminate non-value added S&S and ES&H activities in order to streamline operations at LLNL to the maximum extent.
- Assure S&S and ES&H operations remain “Green” [satisfactory].

## **NNSA Programs ~ Goal 2**

**Detect, prevent, and reverse the proliferation of weapons of mass destruction while promoting nuclear safety worldwide.**

### *OAK Strategy ~*

- Assist NNSA HQ in the protection or elimination of weapons-useable materials through delegated assignments from HQ.

### *Strategic Indicators ~*

- Fulfill delegated assignments from NNSA HQ in North Korea, Russia, Kazakhstan, and other former Soviet Union countries to secure, protect, or eliminate nuclear materials.
- Accomplish all Nonproliferation and National Security (NN) Program scope and milestones assigned in HQ program letters to the satisfaction of the HQ Sponsor.

### **NNSA Programs ~ Goal 3**

**Maintain and enhance the safety, security, and reliability of the nation's nuclear weapons stockpile to counter threats of the 21st Century.**

#### ***OAK Strategy ~***

- Support NNSA HQ in applying and developing the scientific capability needed for long-term stewardship of the stockpile.

#### ***Strategic Indicators ~***

- Support NNSA HQ policy development, negotiate and assess LLNL program milestones and goals, perform program reviews for stockpile stewardship, and provide advocacy for LLNL programs as appropriate.
- Assure that appropriate LLNL Laboratory Directed Research and Development and Work for Others programs and projects comply with NNSA and Department of Defense policy and support the accomplishment of the NNSA mission.
- Successfully manage our Inertial Confinement Fusion (ICF) program prime contracts and cooperative agreements to ensure support to the ICF program.
- Assure appropriate onsite support at the Livermore site to the Office of the National Ignition Facility (NIF) Project as outlined in the NIF Memorandum of Understanding and to the satisfaction of the NNSA HQ customer.

**DOE Programs ~ Environmental Management  
Goal 1**

**Improve safety performance. Fully implement Integrated Safety Management (ISM) at all EM sites.**

*OAK Strategy ~*

- Provide management and leadership in improving safety performance.

*Strategic Indicators ~*

- Stabilize potential health and safety hazards.
- Reduce environmental and safety risk.
- Assure that necessary safety contract clauses are in place and hold contractors accountable.
- Assure that sites continue to implement ISM.

**DOE Programs ~ Environmental Management  
Goal 2**

**Reduce the cost and time required to complete the EM cleanup mission.**

*OAK Strategy ~*

- Continue implementation of project cost savings initiatives at OAK cleanup sites.

***Strategic Indicators ~***

- Continue execution of existing cost savings initiatives.
- Develop new cost savings initiatives.
- Develop annual documentation of cleanup cost savings. Demonstrate individual cost savings efforts and the total impact on EM cost and time to complete the cleanup.

**DOE Programs ~ Environmental Management  
Goal 3**

**Make EM a better customer. EM needs to become far better at managing contracts and holding contractors accountable.**

***OAK Strategy ~***

- Review current contracts and assure that performance expectations align with current needs.

***Strategic Indicators ~***

- All contracts are performance based and consistent with current expectations.
- Performance measures clearly express what is to be accomplished.

**DOE Programs ~ Environmental Management  
Goal 4**

**Reduce the EM footprint.**

*OAK Strategy ~*

- Return facilities and land immediately upon the completion of cleanup activities.

*Strategic Indicators ~*

- Develop plan to reduce footprint at OAK sites.
- Reduce footprint consistent with the baseline plan.

**DOE Programs ~ Environmental Management  
Goal 5**

**Reshape EM systems and infrastructure to drive  
accelerated cleanup and closures.**

*OAK Strategy ~*

- Focus OAK systems and infrastructure on accelerating cleanup and closure. Apply OAK resources to improve, strengthen, and integrate systems.

*Strategic Indicators ~*

- In cooperation with EM, improve systems to accelerate cleanup and closure of OAK sites.
  - ★ Program Planning, Budgeting and Execution
  - ★ Procurement

- \* Integrated Safety Management
  - \* Project Control
  - \* Closure Business
  - \* Safeguards and Security
- Review and align OAK/EM organizational structure to more effectively execute the key EM goals and priorities.

### **DOE Programs ~ Office of Science and Laboratories Goal 1**

**Provide support to: the Office of Science Site Offices at the Lawrence Berkeley National Laboratory (LBNL) and the Stanford Linear Accelerator Center (SLAC); the DOE science and energy programs at the Lawrence Livermore National Laboratory; and private sector work performed under OAK contracts and grants.**

#### ***OAK Strategy ~***

- Implement the Memorandum of Agreement (MOA) signed in April 2001 between OAK, the DOE Office of Science, and the NNSA Office of Defense Programs regarding OAK's support to the Berkeley Site Office (BSO) and the Stanford Site Office (SSO).

#### ***Strategic Indicators ~***

- Transition contract post-award function to the BSO and SSO in accordance with the MOA [including WFO and Cooperative Research and Development Agreement (CRADA) approvals].
- Establish regular, effective lines of communication with BSO and SSO.
- Implement procedures for including HQ parent organizations in Performance-Based Contract Management processes for the establishment of performance objectives and measures, and for assessments of annual performance at LBNL and SLAC.

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- Execute timely, quality renewals of the LBNL contract in FY02, the General Atomics contract for operation of the National Magnetic Fusion Research Facility in FY03, and the SLAC contract in FY04, based on HQ extend-compete decisions.

### **Corporate Operations ~ Goal 1**

**Maintain a well-managed, responsive, and accountable business management infrastructure in support of NNSA, Office of Science, Environmental Management, and other DOE programs.**

#### *OAK Strategy ~*

- Support implementation of NNSA Progress Report to Congress on organization and operation of NNSA.
- Focus business enterprise on technical excellence and management of business activities.
- Effectively deploy and manage limited OAK resources to improve, strengthen, and integrate business management systems and processes.
- Enhance personnel practices and training to attract and retain diverse, highly qualified staff across a wide range of skills and disciplines.

#### *Strategic Indicators ~*

- Continue to participate in the definition of roles and responsibilities for NNSA organizational elements from the Administrator to the contractors.
- Develop and implement OAK organizational changes to better support the NNSA mission.
- Develop and implement OAK procedures that support and integrate the NNSA and DOE business and Planning, Programming, Budgeting, and Evaluation Systems (PPBES).
- Continue to provide effective fiscal stewardship of all appropriated funds by providing timely implementation of financial plans, effective internal control procedures, proper accounting, and resolution of potential funding issues.

- Develop a diverse, well-trained work force and deploy to NNSA and DOE priority functions using appropriate human resource tools for recruitment, training, development, compensation, and succession planning. Utilize retention and recruitment tools to optimum benefit.
- Continue to enhance OAK Leadership, Executive, and Intern Development Programs.
- Complete OAK workforce analysis and implement approved recommendations.

### ***OAK Strategy ~***

- Maintain organization and processes to provide contract administration through our Management and Operating contracts.

### ***Strategic Indicators ~***

- Administer Management and Operating contracts through enhanced performance-based management process.
- In coordination with HQ Program Secretarial Officers, complete improvements in Performance Based Management and Contractor incentives to drive superior performance.
- Ensure effective and efficient support to SSO, BSO, and the HQ Office of the NIF Project subsequent to OAK's reorganization.

### ***OAK Strategy ~***

- Continue to provide support to DOE and NNSA missions by developing administrative/business procedures that are effective, efficient, accountable, and informative.

### ***Strategic Indicators ~***

- Participate on the NNSA group to develop a funding reprogramming guide.
- In conjunction with NNSA HQ, develop an NNSA guide for validating budget estimates.

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- Continue to provide support to NNSA teams for corporate information technology purchases.
- Continue timely and non-transactional review of contractor salary policies.
- Continue to maintain a responsive and accountable public affairs infrastructure in support of program missions.
- Support BSO and SSO in their implementation of HQ Office of Science Operational Accountability initiative.

### *OAK Strategy ~*

- Provide integration of DOE/OAK business requirements at contractor sites that are supportive of programmatic missions.

### *Strategic Indicator ~*

- Actively participate in HQ contract reform initiatives.
- Streamline or eliminate burdensome requirements.

### Updating the Plan

This document presents the vision that will guide OAK in accomplishing its mission during 2002. It sets forth our goals and strategies as well as indicators by which our progress will be tracked and our success will be measured. Recognizing that strategic planning is a continuous process, we will endeavor to anticipate changes and new challenges. In this vein, our plan will be reviewed annually and revised as appropriate.